

TERMS OF REFERENCE FOR THE INSTITUTIONAL SUBCOMMITTEE NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

These terms of reference establish the Secretary of Defense objectives for an independent subcommittee review of the Institutional elements of the Army. Subcommittee members are appointed according to Department of Defense policy and procedures by the Secretary of Defense or the Deputy Secretary of Defense for a term of service not to exceed May 1, 2016. Membership balance and consideration of points of views is achieved using the same expertise and points of views required for the National Commission on the Future of the Army (“the Army Commission”).

Mission Statement: Accomplish an independent assessment of the current and projected security environment, and conduct a study of the Institutional elements of the Army and policy assumptions related to the size, force mix, and component mix of the Army to support the mission of the Army Commission.

Objectives and Scope: The Institutional Subcommittee (“the Subcommittee”) will address the following specific objectives:

- Assess the impact on the institutional elements of the Army for various size, force mix, and component mix of the Regular Army, Army National Guard, and Army Reserve.
- Make proposals on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.
- Develop conclusions and proposals on the above matters and any other matters the Subcommittee deems pertinent in conducting its study of the Institutional elements of the Army related to the following statutory responsibilities:
 - 1) Recruiting.
 - 2) Organizing.
 - 3) Supplying.
 - 4) Equipping (including research and development).
 - 5) Training.
 - 6) Servicing.
 - 7) Mobilizing.
 - 8) Demobilizing.
 - 9) Administering (including the morale and welfare of personnel).
 - 10) Maintaining.
 - 11) The construction, outfitting, and repair of military equipment.
 - 12) The construction, maintenance, and repair of buildings, structures, and utilities and the acquisition of real property and interests in real property necessary to carry out the responsibilities specified in this section.

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Methodology: The Subcommittee will:

1. Conduct its assessment in compliance with the Federal Advisory Committee Act of 1972 (5 U.S.C. Appendix, as amended) and other relevant statutes.
2. Focus on the statutes, strategy, policies, procedures and processes currently in place used to determine Army force structure.
3. Make proposals on the modifications, if any, on institutional structure and policies of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.
4. Access, consistent with law, documents or people from any Federal department or agency which the Subcommittee deems necessary to complete its task.
5. Review the results of past and recent examinations and studies of Army force structure composition and mix, to include investigative reports and reference materials provided by any organization.
6. Conduct interviews or seek input from other sources with pertinent knowledge or experience, as appropriate

Deliverable: It is estimated that the Subcommittee will complete its work and provide final proposals to the Army Commission no later than October 31, 2015, but the Subcommittee will provide periodic updates to the Army Commissions on its work, as appropriate.

Support: The staff of the Army Commission will provide support to the subcommittee, in consultation with Washington Headquarters Services and other Federal organizations as required.